



DIMENSION OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ITS EFFECT TOWARD EMPLOYEES' PERFORMANCE AT CAPITAL INVESTMENT AND LICENSING SERVICE OFFICE SOUTH BURU DISTRICT

Mohamad Arsad Rahawarin^{1*}, Tehubijuluw Zacharias², Yusriadi Yusriadi³, Marlia Rianti⁴

^{1,2}Associate Professor, Universitas Pattimura, Ambon, Indonesia; ³Assistant Professor, Sekolah Tinggi Ilmu Administrasi Puangrimagallatung, Makassar, Indonesia; ⁴Assistant Professor, STKIP Muhammadiyah, Makassar, Indonesia.

Email: ^{1*} adhybachtiar@yahoo.com, ² tehubijuluwzacharias@yahoo.com, ³ yayasanaladiyat@yahoo.co.id, ⁴ lia_agb06@yahoo.co.id

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Abstract

Purpose of the study: Analyze the dimensions of OCB (job satisfaction, organizational commitment, and transformational leadership) on employee performance at the Department of Investment and Licensing Services of South Buru District.

Methodology: This research is explanatory to analyze the influence of OCB dimensions on employee performance. The study took four months, from June to September 2017. The sampling technique was through probability sampling with a stratified random sampling technique. The number of samples is 189 people—data analysis through path analysis with descriptive qualitative interpretation. Data analyzed through AMOS software.

Main Findings: 1) Job satisfaction variable, organizational commitment, and transformational leadership through OCB variable simultaneously have a positive and significant effect on employee performance variables. 2) The transformational leadership variable's considerable contribution to OCB is 52 percent. 3) The direct and indirect influence of job satisfaction variable, organizational commitment, and transformational leadership on performance through OCB variable of 93 percent.

Applications of this study: Variable of transformational leadership shows that the power of transformational leadership is a booster for work satisfaction and organizational commitment in increasing employees' OCB, direct effect and indirect work satisfaction Variable show that the employees' performance increased through OCB strengthening in the form of work satisfaction, organization commitment, and transformational leadership.

Novelty/Originality of this study: The organization will function more effectively if employees contribute beyond their formal tasks. Therefore, it takes a transformer-minded leader, thereby increasing the satisfaction and commitment of the organization.

Keywords: *Citizenship Behavior, Job Satisfaction, Organizational Commitment, Transformational Leadership, Employees' Performance, Organizational, Indonesia.*

INTRODUCTION

Managing the performance of the organization in the third millennium (21st century) needs understanding and knowledge related to business world change and requires a correct response from the organization. The conventional performance management system is no longer capable of handling the issue. Orientation change and focus have to do in the organization as a response toward stakeholder demand. Therefore, it needs a new system for organization performance management.

Organizational goal achievement needs the critical role of human resources. Organizational behavior study stated that there are three determining factors in an organization; those are individuals, groups, and structure. Studying to apply the knowledge was the effect of those to improve the effectiveness of one organization. Several dependent variables in PO include productivity, presence, turnover, and working satisfaction. Suggested two other variables; those are behavioral disorder in the working environment and Organizational Citizenship Behavior (OCB) ([S. P. Robbins, 1999](#)).

The concept of Organizational Citizenship Behavior (OCB) creates the first change in organizational behavior ([S. P. Robbins, 1999](#)). This concept leads the organization to be more innovative, flexible, productive, and responsive. Several studies found evidence that OCB relates to ethical behavior and also refers to the essence of the individual performance. The statement that OCB will lead to a positive result, for example, enormous organization performance, low employee turnover, makes the researcher do the investigation about main OCB antecedences. OCB assumed has antecedent of personality or character attached to an individual. The inherent factors thought as factors that can predict OCB because an individual has a different level of pro-social behavior. And also, the reason that workers who are naturally want to go further and help other workers or organizations in general, even though other workers do not wish to do so. Found that care or empathy for other people positively related to pro-social behavior. However, the correlation between the

diversity of worker behavior inherent character variables and OCB is not conclusive yet, because there are so many studies in this field only restrict intrinsic factors only for five variables ([Lowe, Kroeck, & Sivasubramaniam, 1996](#)).

A successful organization needs employees who will do more than merely their formal task and want to perform more than expected. In a dynamic work environment, as now, in which the task did in a team, flexibility is significant. The organization demands the employees who eager to do the job, which is not in them to-do-list. The fact shows that the organization which has good employees' OCB will have better performance from other organization furthermore ([P. S. Robbins & Judge, 2015](#)), that the employee with high OCB generally has high performance ([Luthans, 2002](#)).

Several studies that empirically support the vital role of the employees' OCB, among the research conducted ([Bateman & Organ, 1983](#)), which shows that OCB has a positive impact on employee's performance, as well as research showed that OCB positively affects employees' performance ([Sun, Aryee, & Law, 2007](#)).

Empirical evidence is a fact which strengthens the statement that employees' OCB has an important role and strategic in supporting the success of the company to achieve the goal. Because of its essential and vital position, OCB is a new variable and deserve to be studied so that it can give benefit for both for practice expert and academic expert.

Like other social and psychologist variables, OCB is a relatively complex and multi-dimensions variable. Not only determined by one or two factors but determined by many factors which sometimes very complicated. Some empirical researches which have conducted show that employees' performance satisfaction has a positive impact on OCB ([Allen & Rush, 1998](#)), ([Alotaibi, 2001](#)), ([Feather & Rauter, 2004](#)), ([Tang & Ibrahim, 1998](#))). Besides working satisfaction, organizational commitment also has a positive impact on OCB ([Rivai & Mulyadi, 2008](#)), ([Organ, Dennis, Konovsky, & Mary, 1989](#)), ([Yusriadi, Akib, & Ichsan, 2018](#)), ([Meyer & Allen, 1991](#)), ([Steers, 1977](#)), ([Solinger, van Offen, & Roe, 2008](#))). Other variables which can affect the OCB is transformational leadership; this means as shown ([Piccolo & Colquit, 2006](#)), ([Podsakoff, Ahearne, & MacKenzie, 2006](#)), ([Eastman, 2017](#)), ([MacKenzie, Podsakoff, & Jarvis, 2005](#)), ([Hasbi, Sukimi, Latief, & Yusriadi, 2019](#)) that transformational leadership has positive impact toward OCB. Besides, it is proven empirically that transformational leadership has an effect on OCB and also has significant implications toward employees' working satisfaction ([S. P. Robbins, 1999](#)) and organizational commitment ([Yusriadi, 2018](#)). Working comfort beside it has a significant impact on organizational commitment ([Markovits, Davis, & Dick, 2007](#)), according to Williams and Anderson ([Luthans, 2002](#)), optimization of OCB done by giving contribution toward the transformation of resource, innovation, and adaptation. Optimization of OCB can reduce the need of scarce resource and simplify maintenance function, so that it increases the effectiveness and efficiency of employee. Several researches above shows that OCB is an important organizational behavior because it can give positive impact for employees and company.

Based on the theory stated by Robbins ([S. P. Robbins, 1999](#)), OCB besides as voluntarily behavior it is also the behavior formed from many factors. Podsakoff et al. stated that four factors lead to the emergence of OCB inside the employees. Those four factors are individual characteristics, task characteristics, organizational characteristics, and leader behavior. Individual characteristic includes employees' positive attitude, which one of those is working satisfaction ([Raziq & Maulabakhsh, 2015](#)).

Leadership style and job satisfaction indicate a relationship to the performance of subordinates that, at the organizational level, job satisfaction affects productivity and profitability compared to assistants whose satisfaction is small, the correlation between satisfaction with performance has a high level of significance ([Widodo, 2006](#)). The research conducted by the author is a replication of research from [Widodo \(2006\)](#) about the influence of leadership style and job satisfaction on performance. The populations in this study were employees of the Capital Investment and Licensing Offices of the South Buru Office. The results showed there was a significant influence between organizational behavior, organizational commitment, leadership, job satisfaction on performance. [Brahmasari et al. \(2008\)](#) researched the effect of work motivation, administration on performance in the Pei Hai International Wiratama Indonesia Limited Company. The results of his research show there is a significant influence between work motivation, leadership partially and simultaneously on performance in the Pei Hai International Wiratama Indonesia Limited Company ([Brahmasari & Suprayetno, 2008](#)).

The researcher took the object of research in the licensing office in South Buru Regency because it provides public services, with the nature of the organization like this there needs to be its organizational behavior to produce better performance. And also, the existence of transformational leadership with leadership style in the agency will affect the behavior patterns of subordinates result in changes in performance. Based on the background of the problem, the following issues formulated:

1. What job satisfaction, organizational commitment, and transformational leadership affect Organizational Citizenship Behavior?
2. What transformational leadership has a high contribution to Organizational Citizenship Behavior?
3. What are the direct and indirect effects of job satisfaction, organizational commitment, and transformational leadership on performance through Organizational Citizenship Behavior?

LITERATURE REVIEW

The performance

Performance is the ability to work or something achieved or achievement shown. Performance is an objective reality that can be known and can observe. Performance appraisals have different objectives, including 1) employee development; 2) documentation of employee performance; 3) allows employees to express their views; 4) determine wages or awards and sanctions; 5) assess employee promotions ([Arianty, 2014](#)).

States three types of performance appraisal, namely development evaluation, maintenance evaluation, and assessment of improvements ([Koesmono, 2005](#)). Development assessment used to develop the potential for different occupations. Maintenance assessment, which focused on maintaining performance at a certain level. Improvement ratings used to assess employees who have low performance or employees who have limitations but want to try to improve their performance to a certain degree.

States that several theories underlie performance appraisal, namely attribution theory, implicit personality theory, and social cognitive theory ([Puspaningsih, 2004](#)). Attribution theory is the real interaction between the appraiser and the assessed work will help the accuracy of the performance appraisal. Implicit personality theory that in performance appraisal, there can be a systematic distortion and halo effect. The social cognitive theory states performance appraisal should use various observations from time to time and conduct an analysis of information obtained from multiple sources.

Organizational Citizenship Behavior (OCB)

OCB is individual behavior that is free, not directly or explicitly recognized in the awarding system, and in promoting the effective functioning of the organization. Or in other words, OCB is employee behavior that exceeds the mandatory role, which is not directly or explicitly recognized by the formal reward system ([Organ et al., 1989](#)).

In the study integrating three theories affecting employee OCB, namely attribution theory, social exchange, and self-evaluation personality, organizational motives, and self-evaluation personalities, are core factors that can encourage individual members of the organization. Argues that satisfaction with the quality of work-life is the primary determinant of OCB of an employee ([P. S. Robbins & Judge, 2015](#)).

Factors affecting OCB are organizational culture and climate, personality, and mood, perceptions of corporate support, impressions of the quality of relationships/interactions of subordinate superiors, years of service, and gender (([S. P. Robbins, 1999](#)), ([Podsakoff et al., 2006](#))). OCB more influenced by personality or emotional intelligence than situational factors and work conditions, or OCB is a mediator or intermediary of these factors. Because based on work experience so far, it can seem that many employees are satisfied with their working conditions and situations but still do not have other behavior like this ([Dwiyanto, 2018](#)).

Transformational leadership

The responsibility of an organizational leader is to direct subordinates towards the achievement of organizational goals by articulating the mission, vision, strategy, and goals ([Rivai & Mulyadi, 2008](#)). Leaders at each level are responsible for the dissemination of organizational goals and convince followers to implement these goals effectively ([Piccolo & Colquit, 2006](#)). It indicates that transformational leaders can build relationships with followers so that they are easier to disseminate and achieve these strategic goals.

Transformational leaders encourage subordinates always to question assumptions, methods, and targets to find better ways to understand and translate in specific actions ([Elkana, 2014](#)). By creating a learning environment, the situation creates a deeper understanding of the goals, mission, vision, and ultimately fosters a better balance, identification, and strategy focus throughout the organization ([Yusriadi, 2018](#)).

Characteristics of transformational leadership include: the leader sets the vision, the leader sets high-performance expectations, and shows his confidence and collective ability to realize the idea, the leader becomes an example of values, traits, beliefs, and behaviors to realize the vision ([Liyas, 2017](#)). Through transformational leadership, subordinates can have trust, admiration, loyalty, and respect for leaders, and assistants are motivated to do the job better than before ([Krishnan, 2001](#)). Transformational leadership impacts subordinates: increased intrinsic motivation, achievement orientation and pursuit of goals, increased identification with leaders and the collective interests of organizational members, increased working cohesion of members, increased self-esteem, self-excellence, and interests intrinsic to achieving goals, improving the leader's example ([Lian & Tui, 2012](#)).

Job satisfaction

Job satisfaction is a pleasant or unpleasant emotional state for employees to see their work ([Feather & Rauter, 2004](#)). Job satisfaction is a general attitude, which is the result of several specific attitudes towards work factors, adjustment, and personal social relations outside of work. Job satisfaction is one of the essential aspects of human resource management practices and organizational behavior. Job satisfaction can affect absenteeism, employee turnover, work morale,

complaints, and personnel problems (Markovits et al., 2007). High job satisfaction highly expected because it is associated with positive results and is a sign of a well-managed organization. Job satisfaction is also a measure of the process of sustainable human development. Besides, job satisfaction is vital for every organization because of the criteria for measuring an organization's success in meeting the needs of its members. Job satisfaction is a very personal thing.

Organizational Commitment

Organizational commitment as a close and robust feeling of someone towards the goals and values of an organization related to their role in achieving the vision and mission. Organizational commitment is an attitude that shows employee loyalty and the ongoing process of an organization member expressing concern for the success and goodness of his organization (Luthans, 2002). Three things, namely: 1 indicate loyalty attitude) a person's strong desire to remain a member of the organization; 2) willingness to exert effort; 3) strong belief and acceptance of the organization's values and goals. Organizational commitment will make workers give the best to the organization. Workers with high responsibility will be more work-oriented, will be happy to help and can work together.

Theoretical Framework

OCB is a behavior that strongly supports work performance through improved climatic conditions and the social and psychological environment of work (Miller & Lee, 2001). Transformational leaders can motivate workers to be able to internalize and prioritize several essential factors for the achievement of individual interests. Workers who are intrinsically motivated to fulfill or achieve a collective vision in the organization without expecting compensation in the short term will voluntarily contribute to the achievement of shared goals even though this not included in their formal responsibilities (Robinson & Morrison, 1995). Workers who have OCB behavior are willing to contribute outside of their legal obligations because they feel personal benefits, and the transformational leadership style is very instrumental in shaping OCB employees in an organization.

Hypothesis

1. Work satisfaction influences Organizational Citizenship Behavior.
2. Organizational commitment influences Organizational Citizenship Behavior.
3. Transformational leadership influences Organizational Citizenship Behavior.
4. Organizational Citizenship Behavior influences employee's performance

METHODOLOGY

This research is explanatory research, which aims to analyze the effect of OCB dimension on employee performance at the capital investment and Licensing Services office of South Buru District. Research time was four months, from June to September 2017.

The sampling technique is through probability sampling through a stratified random sampling technique. Sampling with a multilevel model carried out proportionally, looking at the percentage of the population. The choice made with the consideration that the community spread out with the employee class. Determination of the sample through the sample table is following Issac and Michael, i.e., if the population consists of 303 people, so with a confidence level of 95 percent, the number of samples is 189 people. Data analysis through path analysis with descriptive qualitative interpretation. Data analyzed through AMOS software. The relationship between variables seen from the following structural models:

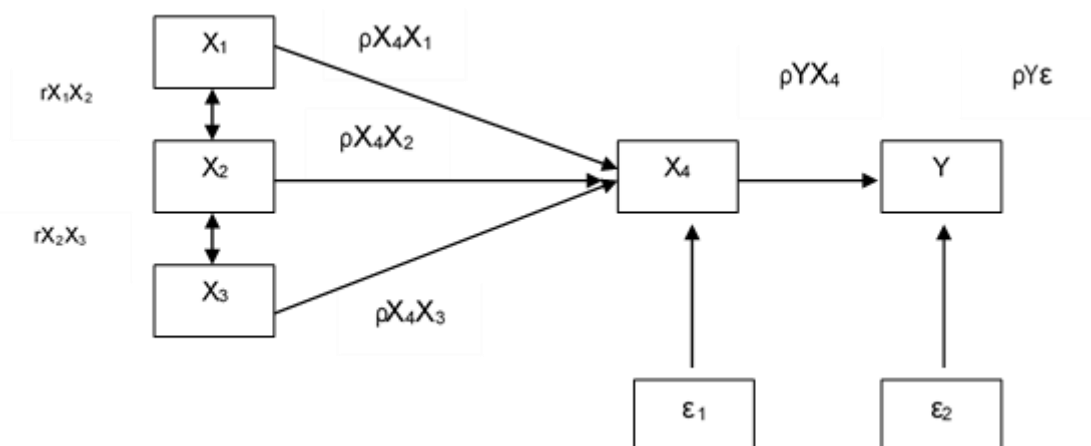


Figure 1: Structural model of correlation among variables

$$X_4 = \rho_{x_4x_1} X_1 + \rho_{x_4x_2} X_2 + \rho_{x_4x_3} X_3 + \varepsilon_1$$

$$Y = \rho_{y x_4} X_4 + \varepsilon_2$$

Whence:

- Y = Employees performance
- X₁ = Work satisfaction
- X₂ = Organization commitment
- X₃ = Transformational leadership
- X₄ = OCB

RESULTS

The results of the study describe the path coefficient through the simultaneous significant test results so that a decision made to reject H₀ and accept H₁ so that it passed on to individual testing. The test results individually, the path coefficient through variables X₁, X₂, and X₃ to X₄ is statistically significant, then H₀ is rejected, and H₁ is accepted. As for the coefficient of determination (R²) of 0.774, this means there is a contribution of 77.4 percent of the independent variables in predicting the dependent variable. At the same time, the rest of the 23.6 explained by other variables outside the model.

Table 1: Result of Path Analysis Statistic Test

Parameter structure	Koef. of a path (beta)	t. Hit.	t. tab	Sig.	decision
X ₁ towardX ₄ (pX ₄ . X ₁)	0,357	3,503	1,658	0,000	H ₁
X ₂ towardX ₄ (pX ₄ . X ₂)	0,162	2,632	1,658	0,001	H ₁
X ₃ towardX ₄ (pX ₄ . X ₃)	0,573	4,011	1,658	0,000	H ₁
X ₄ towardY (pX ₄ . Y)	0,850	16,082	1,658	0,000	H ₁
R ² (X ₁ , X ₂ , X ₃ towardX ₄)		0,546			
R ² (X ₁ , X ₂ , X ₃ , X ₄ towardY)		0,774			

Source: Analysis result, 2014

Note: * significant at $\alpha = 0,05$

Table 1 shows that the direct effect of work satisfaction toward OCB, with a calculated t value higher than the t table (3,503 > 1,658) with Sig (0,000 < 0,05). This means that the work satisfaction variable has a significant effect on OCB variable, directly and indirectly, to the employee performance of 0.29; this means that work satisfaction has a contribution of 29 percent towards improving employee performance.

Table 2: Direct, Indirect and Total Effect

Effect	Work satisfaction (X ₁)	Organization commitment (X ₂)	Transformational leadership (X ₃)
direct	0,13	0,03	0,33
Indirect thorough X ₁	-	0,03	0,13
Indirect thorough X ₂	0,03	-	0,06
Indirect thorough X ₃	0,13	0,06	-
Total toward OCB	0,29	0,12	0,52
Total toward performance	0,93		

Source: Analysis result, 2014

Table 2 shows that the direct effect of organizational commitment toward OCB, with a calculated t value higher than the t table (2,632 > 1,658) with Sig (0,001 < 0,05). This means that the corporate commitment variable significantly affects OCB variable and have an effect directly and indirectly to the performance of 0.12, this means that the variable of work satisfaction has a contribution of 12 percent to the improvement of employee performance.

Table 2 shows that the direct effect of transformational leadership on OCB, with a calculated t value higher than the t table (4,011 > 1,658) with Sig (0,000 < 0,05). This means that transformational leadership variables significantly affect the OCB variable, directly and indirectly, to the employee performance of 0.52; this means that the transformational leadership variable has a contribution of 52 percent to the improvement of employee performance.

The direct effect of OCB on employee performance is equal to 0,72 or 72 percent with t value count bigger than t table that is $16,082 > 1,658$. This reinforced by the significance value of 0.000 is smaller than the 0.05 trust level, which means that the OCB variable has a significant effect on employee performance variables.

DISCUSSION

Specifically, the OCB may affect organizational performance in terms of encouraging the increase of productivity of managers and employees, encouraging the use of organizational resources for more specific purposes. Reducing the need to use scarce corporate resources on maintenance functions, facilitating coordination activities among team members and working groups further enhance the organization ability to maintain and retain qualified personnel by making the work environment a more enjoyable place to work, improving the stability of the organization performance by reducing the diversity of performance variations from an individual, organizational units, increasing the organization able to adapt to working environmental change.

Robbins (1999) found that OCB leads to improved organizational performance. A meta-analysis (Riketta, 2005) links OCB with an overall individual, group, and organizational performance. Several arguments suggested for further investigation of why OCB arise within an organization, and how OCB bring substantial benefits to the organization (Cox, 1991). One of the most common explanations of why and how workers have OCB in an organization is an explanation through the Social Exchange Theory (Cropanzano & Mitchell, 2005). Social Exchange Theory states that citizenship behaviour expected to arise when workers get different positive experiences in the organization, and then the worker is motivated to give positive experiences to the organization as a kind of gratitude.

Despite the possible adverse effects of OCB (Podsakoff, Ahearne, & MacKenzie, 1997), OCB generally facilitates the effectiveness of organizational functions in some ways. Interpersonal relationships within the OCB are helpful for cooperation. OCB is also very helpful in coordinating information and activities in groups. OCB also deals with customer satisfaction and financial performance. It is clear that OCB affects organizational performance, but at this point, it is essential to note that OCB does not always produce the same consequences (Mamman, Kamoche, & Bakuwa, 2012).

Work satisfaction is essential in an organization because work satisfaction has a positive impact on organizational effectiveness. Work satisfaction prevents the appearance of deviant behaviour in the workplace, such as union formation, inappropriate association, and inaction. Satisfied employees tend to speak positively about the organization, assist other individuals, and exceed rational expectations in their work. Organizational behaviour, which is capable of delivering performance, exceeds the organization's reasonable expectations by Organ, which is called Organizational Citizenship Behavior (OCB). Robbins (1999) suggests that work satisfaction encourages the emergence of OCB because satisfied employees have a higher chance of positively speaking about the organization, helping other individuals, and performing a performance that exceeds rational expectations. Happy employees may be more obedient to the call of duty because they want to repeat positive experiences.

Studies show that empirical evidence that the intense weakness of the organizational citizenship behaviour of employees at INCO Limited Company is positively and significantly affected by employee perceptions of transformational leadership, job satisfaction, and organizational commitment (Gunara, Ali, & Haerani, 2009). Implications that the three variables of transformational leadership, job satisfaction, and organizational commitment are the variables that have an essential and strategic role in increasing the organizational citizenship behaviour of INCO Limited Company employees.

OCB is a behaviour that strongly supports work performance by improving climatic conditions and the social and psychological environment of work (Bergeron, 2001). Transformational leaders can motivate workers to be able to internalize and prioritize many factors that are important for the achievement of individual interests. Workers who are intrinsically motivated to meet or achieve a collective vision within the organization without expecting short-term rewards will voluntarily contribute to efforts toward the achievement of common goals even though they not included in their formal liability responsibilities (Krishnan, 2001). Workers with OCB behaviours are willing to contribute beyond their legal responsibilities because they feel that their benefits and self-concept will increase through that contribution. The idea of this research also departs from the literature study (Robinson & Morrison, 1995), which reveals that the transformational leadership style is instrumental in forming OCB employees within an organization.

Conducted a study on 347 respondents representing industries such as service, manufacturing, mining, and construction. The results show that transformational leadership has a significant positive relationship with subordinate OCB (Lian & Tui, 2012). The variables of perception of justice, organizational commitment, and job satisfaction often considered as antecedents to extra-role behaviours within the organization. The results of his research prove that the variables of perception of justice, organizational commitment, and job satisfaction have a significant positive relationship to OCB behaviour (Jahangir, Akbar, & Begum, 2006).

Results of research conducted by Huang et al. (Tsai & Huang, 2008) to nurses in Taiwan hospitals proved that hospitals could increase OCB employees by affecting the organization's ethical environment, work satisfaction, and organizational

commitment. Confirm that job satisfaction, corporate loyalty, and leadership style affect the employees' OCB (Jahangir, Akbar, & Haq, 2004).

CONCLUSION

Based on the analysis result and discussion, it can conclude that:

1. Variable of work satisfaction, organization commitment and transformational leadership through OCB variable simultaneously affect positively and significantly toward performance variables of employees of Capital Investment and licensing service office of south Buru District
2. Variable of transformational leadership has the highest contribution toward OCB as 52 percent, which shows that the power of transformational leadership is a booster for work satisfaction and organizational commitment in increasing employees' OCB.
3. Direct effect and indirect of work satisfaction variable, organization commitment, and transformational leadership toward performance through OCB variable as 93 percent; this shows that the employees' performance can increase through OCB strengthening in the form of work satisfaction, organization commitment, and transformational leadership.

Based on the conclusions, suggested that the organization will function more effectively if employees contribute beyond their formal tasks. Therefore, it takes a transformer-minded leader, thereby increasing the satisfaction and commitment of the organization.

LIMITATION AND STUDY FORWARD

This study is related to Organizational Citizenship Behavior (OCB) data for specific periods and certain regions. This study has considered a set of job satisfaction, organizational commitment, and transformational leadership variables that generally act as catalysts for employee performance in certain areas. This study has applied OCB modeling to analyze job satisfaction, organizational commitment, transformational leadership, and has not considered reward and punishment analysis in improving employee performance due to limited time and data. The above study has regarded as a series of OCB variables as determinants of employee performance in one area to be used to improve employee performance in other areas as well. The results of this study can also apply to determine the specific impact of a set of Organizational Citizenship Behavior in a country.

AUTHORS CONTRIBUTION

The contributions of the first author and second author are involved in planning and supervising work, data analysis, and interpretation of research results. The third author and the fourth author are engaged in processing works, compiling manuscripts, collecting data, and designing numbers and tables.

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